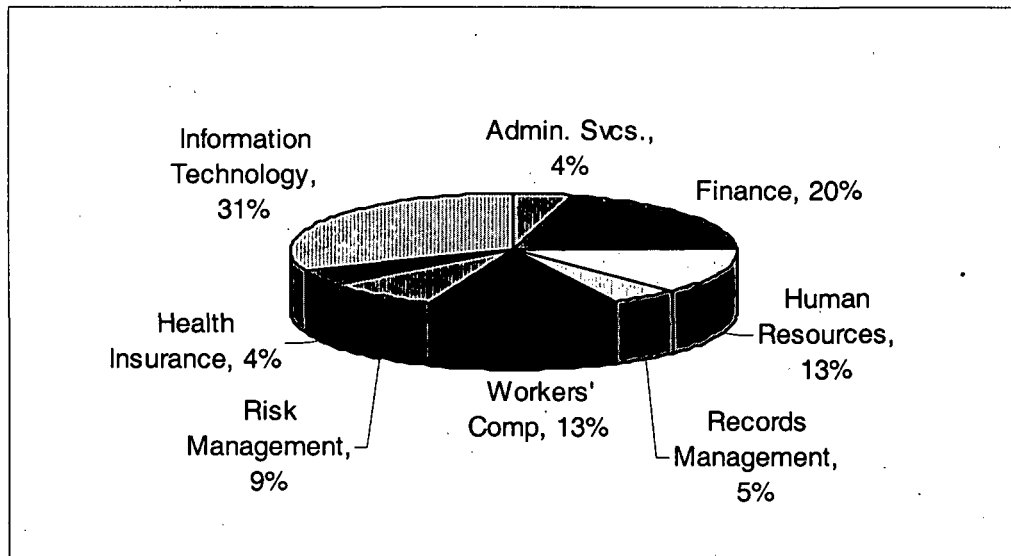

**Administrative
Services**

**Operating Budget & Capital Improvement Program
FY 2006-2007**

PROGRAM: ADMINISTRATIVE SERVICES
FUND: VARIOUS
PROGRAM GROUP: ADMINISTRATIVE SERVICES

SUMMARY

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$5,467,097	\$5,956,865	\$6,584,283	\$6,998,803
MAINTENANCE & OPERATIONS	10,891,769	9,526,154	9,796,112	9,435,652
CAPITAL OUTLAY	549,359	600,295	360,500	848,465
GRAND TOTAL	\$16,908,225	\$16,083,315	\$16,740,895	\$17,282,920
<i>FULL TIME POSITIONS</i>	<i>66.00</i>	<i>66.00</i>	<i>65.00</i>	<i>69.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>3.75</i>	<i>3.25</i>	<i>3.25</i>	<i>2.25</i>



PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: ADMINISTRATIVE SERVICES

ACCT NO. 0011110-12

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$260,485	\$280,372	\$298,727	\$391,651
MAINTENANCE & OPERATIONS	246,481	237,767	344,420	351,831
CAPITAL OUTLAY	0	1,100	0	0
GRAND TOTAL	\$506,966	\$519,240	\$643,147	\$743,482
<i>FULL TIME POSITIONS</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.50</i>

PROGRAM GROUP DESCRIPTION:

Administrative Services is dedicated to developing business systems that support the high level of performance demanded from all City departments. Creation of systems that improve and streamline business services provided to both internal and external customers, assuring the integrity and reliability of financial data, budgets and forecasts, and the creation of a highly dependable, flexible, responsive and secure information system are among the top priorities for the Administrative Services staff members. In the future, the challenge will be to accomplish these goals within a framework that balances the cost and benefits of each service.

KEY GOALS FOR 2006-07:

- The Administrative Services Director is responsible for assisting each department in the accomplishment of its goals. The Director's primary role is to remove roadblocks, coordinate department efforts, deal with competing priorities, assist with resource allocation, and provide leadership and support for Administrative Services staff.
- The Director is responsible for furthering leadership and employee development, workplace improvement, and communications through implementation and support of a number of programs designed to strengthen leadership skills, enhance employee knowledge, skills and abilities, and enhance the culture of the organization.
- As a member of project teams, the Director is responsible for the creation of financing programs that support the City's capital improvement efforts, including major road projects, water projects, parks, open space, and trails.
- As part of the Leadership Team, the Director is the spokesperson for Administrative Services issues with the top leadership of the City. With the other members of the Leadership Team, the Director is responsible for the creation of an organization that can achieve the Council's goals and vision.
- The Director is the team leader for the City's cross-functional Desalination team. Working closely with the City Manager and City Council, the team is responsible for negotiations with both public and private parties proposing the development of a seawater desalination plant in Carlsbad to assure that the interests of the local community are properly addressed.

SIGNIFICANT CHANGES:

Consultant services funding has been transferred to the Administrative Services organization from the City Manager's organization to align work efficiencies. This funding will support a .50 part time FTE to provide organization development consulting services.

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$1,965,932	\$2,202,787	\$2,447,707	\$2,584,571
MAINTENANCE & OPERATIONS	1,064,209	845,790	798,895	849,532
CAPITAL OUTLAY	24,804	8,840	0	68,240
GRAND TOTAL	\$3,054,945	\$3,057,418	\$3,246,602	\$3,502,343
FULL TIME POSITIONS	28.00	28.00	27.00	28.00
HOURLY/FTE POSITIONS	2.50	2.50	2.50	1.00
GENERAL FUND	\$2,579,645	\$2,514,618	\$2,781,202	\$2,970,499
WATER ENTERPRISE	332,700	380,000	325,800	376,191
SEWER ENTERPRISE	142,600	162,800	139,600	155,653
TOTAL FUNDING	\$3,054,945	\$3,057,418	\$3,246,602	\$3,502,343

MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team while respecting each other's differences; and consistently striving to go above and beyond expectations.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and City departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all City fees and annual cost allocation plan

General Accounting and Reporting

- Accurately bill, collect, record, and report all City revenues including follow-up of delinquent accounts.
- Prepare checks for City employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council and City management with timely monthly financial reports.
- Perform in-house internal control reviews as needed.

Assessment District/Community Facilities District (CFD) Administration

- Assist in evaluation and formation of new districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs and assessment districts as required by formation documents and State law.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist City departments in the creation and administration of contracts.

Receiving, Messenger, and Mail Services

- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing City mail and apply postage.
- Sort and distribute all incoming City mail.

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

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ACCT NO. 0011310

WORKLOAD AND PERFORMANCE INDICATORS:

	<u>FY2003</u>	<u>FY2004</u>	<u>FY2005</u>
• Average number of days to issue Monthly Financial Status Report	12	14	13
• Awards received for CAFR	GFOA	GFOA	GFOA
• Awards received for Annual Budget	CSMFO Excellence in Operational Budget	GFOA Distinguished Budget Presentation	CSMFO Excellence in Operational Budget & Public Communications
• Number of business licenses processed	7,584	8,634	8,576
• Number of account payable checks processed	15,141	14,870	15,399
• Number of payroll checks issued	9,169	8,394	7,831
• Number of electronic payroll checks issued	16,243	16,317	18,124
• Outstanding debt issues administered	\$65 million	\$71 million	\$99 million
• Number of purchase orders issued	1,674	1,324	1,842
• Dollar amount of purchase orders issued	\$61 million	\$84 million	\$89 million
• Pieces of mail processed	161,928	173,491	172,408

KEY GOALS FOR 2006-07:

Top-Quality Services

- Provide more effective and efficient service to customers by improving the cash handling and refund processes.
- Improve service to taxpayers by clarifying and streamlining the tax administration process.

Financial Health

- Plan for the strategic implementation of technology as it relates to the City's integrated financial and personnel management systems.
- Improve the effectiveness of, and streamline the development of, the annual Capital Improvement Program.
- Improve the communication of financial information and keep up to date with industry standards by implementing the latest standards set by the Government Accounting Standards Board.

SIGNIFICANT CHANGES:

One Accounting Supervisor has been added in exchange for 1.5 part-time hourly positions.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 0011510 THRU 0011550

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$795,120	\$879,871	\$944,326	\$1,051,189
MAINTENANCE & OPERATIONS	680,854	814,684	1,251,090	1,188,282
CAPITAL OUTLAY	0	8,558	0	3,325
GRAND TOTAL	\$1,475,974	\$1,703,114	\$2,195,416	\$2,242,796
<i>FULL TIME POSITIONS</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>	<i>9.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.75</i>	<i>0.75</i>	<i>0.75</i>	<i>0.75</i>

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Recruitment, Selection, Staffing

- Recruit and select exceptional employees.
- Redesign Human Resources web pages with an emphasis on the City of Carlsbad as an "employer of choice."
- Proactive planning and scheduling recruitments for multiple vacancies anticipated in FY 06-07.
- Assist departments in job design/redesign efforts to make job classifications more flexible.
- Review and Update job classifications.
- Implement improved employee selection processes.

Employee Development

- Continue to provide job-centered, competency based training and employee development opportunities for employees. Create "development tracks" for specific classification groups. Focus in the areas of effective supervision, communication, and career development.
- Continue to offer Leadership Development Programs including, executive coaching, assessment tools, and educational resources
- Consult with departments on customized training and organizational development programs
- Obtain a system to efficiently manage and organize the City's employee development efforts (Learning Management System).
- Participate on Citywide team for a City training facility.

Human Resources Revenue Generation

- Develop relationships with educational institutions in the area and develop employee development partnerships with other agencies.
- Open up our employee development classes to "paying customers" from other governmental agencies and/or to companies in the surrounding area if classes are not full.

Performance Management and Compensation

- Increase the capability of supervisors to deliver constructive feedback to employees.
- Audit the Performance Management and Compensation System for management employees to ensure salaries are competitive in the San Diego survey market and rewards are equitably delivered.

Improve Employee Relations and Employee Alignment with the Organization's Goals

- Continue to serve on citywide customer service and communications committees.
- Continue to improve internal Human Resources systems and processes.
- Provide cross training to Human Resources staff.
- Continue quarterly labor/management forum.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

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ACCT NO. 0011510 THRU 0011550

WORKLOAD STATISTICS:

Measures for

Classification/Compensation Review:

Number of classification descriptions/ positions reviewed, revised or created

FY 04-05

20

Measures for Recruitment

Number of applicants processed

2,675

Number of recruitments processed

67

Number of eligibles on employment list

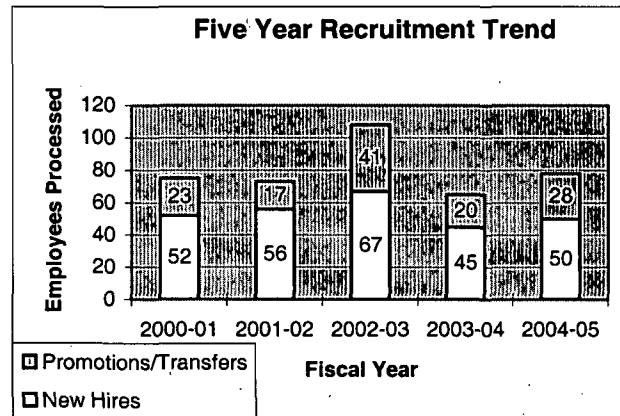
278

Number of new hires

50

Number of promotions/transfers

28



KEY GOALS FOR 2006-07:

Top-Quality Services

- Update the Human Resources Department Strategic Plan
- Streamline work processes in the Human Resources Department
- Participate on citywide communication team.
- Research requirements for a Learning Management System to support the Employee Development Program.
- Planning and design for City training facility.
- Revise Employee Orientation/Experience Carlsbad Program
- Design employee development targeted at Public Works Maintenance Workers

SIGNIFICANT CHANGES:

None.

PROGRAM: RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: RECORDS MANAGEMENT

ACCT NO. 0011610

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$549,338	\$577,409	\$648,661	\$669,405
MAINTENANCE & OPERATIONS	429,885	132,907	179,740	210,690
CAPITAL OUTLAY	3,787	25,963	0	0
GRAND TOTAL	\$983,010	\$736,280	\$828,401	\$880,095
<i>FULL TIME POSITIONS</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing Citywide records management and document management programs, and is tasked with maintaining City records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information. The Records Management Department also provides staff support for the City Clerk.

PROGRAM ACTIVITIES:

Records Management

- Continue implementation of the Citywide Records Management Program and Document Management System (DMS).
- Maintain City records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

Administrative Support Activities

- Provide staff support for City Clerk functions such as elections, the Public Records Act, noticing, processing documents for recordation, and updating the Municipal Code.
- Assist the public and City staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY GOALS FOR 2006-07:

Top Quality Services

- Assist Public Works in evaluating options for cost savings and improved methods for records scanning, retention, storage, and destruction in Public Works.
- Continue implementation of DMS Master Plan, to ensure that the system is utilized to its fullest capabilities and to ensure system security and accuracy.
- Continue to educate key personnel in each department on the use of the Document Management System, Electronic Records, Public Records Act, and Subpoena processing.
- Participate in the analysis of options for enhanced use of the Request For Action software.
- Provide resource information to organization via Intranet.

SIGNIFICANT CHANGES:

None.

PROGRAM: WORKERS' COMPENSATION
FUND: SELF INSURANCE
PROGRAM GROUP: WORKERS' COMPENSATION

ACCT NO. 6111520

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$88,575	\$91,410	\$124,566	\$103,547
MAINTENANCE & OPERATIONS	2,408,146	2,160,427	2,292,300	2,218,565
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,496,721	\$2,251,837	\$2,416,866	\$2,322,112
<i>FULL TIME POSITIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

- Average lost days per claim = 41 (for the period of 07/01/04 – 06/30/05).

KEY GOALS FOR 2006-07:

Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.
- Implement programs developed by cost reduction goal team.

SIGNIFICANT CHANGES:

None.

PROGRAM: RISK MANAGEMENT
FUND: GENERAL LIABILITY SELF-INSURANCE
PROGRAM GROUP: RISK MANAGEMENT

ACCT NO. 6121930

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$174,967	\$190,870	\$210,994	\$218,205
MAINTENANCE & OPERATIONS	996,696	2,527,952	1,575,637	1,255,413
CAPITAL OUTLAY	0	2,030	0	0
GRAND TOTAL	\$1,171,663	\$2,720,853	\$1,786,631	\$1,473,618
<i>FULL TIME POSITIONS</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.50</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; and provides training for various departments to minimize the risk of future losses.

PROGRAM ACTIVITIES:

Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the City, and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program; administers the general liability self-insurance funds.

Claims Management

- Directs and administers the claims management program for property, casualty, and general liability.

Loss Prevention/Training

- Provides recommendations and training for various City departments to minimize the risk of loss.

KEY GOALS FOR 2006-07:

Top-Quality Services

- Determine the feasibility of a Human Resources System (HRIS)
- Development of insurance requirements for contractor instructor agreements.

SIGNIFICANT CHANGES:

None.

PROGRAM: SELF-INSURED BENEFITS
FUND: INTERNAL SERVICE
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 6131520

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$113,706	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	2,831,914	739,008	941,500	771,000
CAPITAL OUTLAY	0		0	0
GRAND TOTAL	\$2,945,620	\$739,008	\$941,500	\$771,000
<i>FULL TIME POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

This fund is used to pay dental and life insurance premiums for all employees.

SIGNIFICANT CHANGES:

None.

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

ACCT NO. 6401710

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 BUDGET	2006-07 BUDGET
PERSONNEL	\$1,518,974	\$1,734,146	\$1,909,302	\$1,980,235
MAINTENANCE & OPERATIONS	2,233,584	2,067,617	2,412,530	2,590,339
CAPITAL OUTLAY	520,768	553,802	360,500	776,900
GRAND TOTAL	\$4,273,326	\$4,355,566	\$4,682,332	\$5,347,474
<i>FULL TIME POSITIONS</i>	<i>16.00</i>	<i>16.00</i>	<i>16.00</i>	<i>19.00</i>
<i>HOURLY/FTE POSITIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>

MISSION STATEMENT:

Provide resources that will support departments in the performance of work tasks through technology.

PROGRAM ACTIVITIES:

Computer and Telecommunication Support Services

- Ensure that all City computers and the City's telecommunication network remain operational with minimum downtime.
- Guarantee availability and security of City network computer resources available to both staff and the public.
- Provide support for all standard City applications.
- Ensure that the City is receiving best value for technology goods and services provided by outside vendors.
- Provide the necessary support for all telephone and data communication equipment.

New Systems Support

- Meet the information needs of the users and encourage the appropriate use of computers and communication technology to increase productivity and enhance communication.
- Expand the use of the asset management software and processes which improves IT's ability and capacity to manage and track technology assets
- Assist with the design, development and expansion of City facilities, including: a Learning Center for Library related services, Alta Norte Park, Fire Station #6 and the Senior Center expansion.
- Enhance the City's Internet and Intranet sites for improved communication with City staff and visitors
- Evaluate web filtering solutions in an effort to secure the City's Internet browsing / Internet business experience and to limit risk to the City's computer resources.

WORKLOAD STATISTICS:

IT Help Desk Services

Total number of help tickets opened for the year	CY/2005 4,962
Average number of help tickets opened per month	413
Percentage of urgent priority resolved within 1 hour (benchmark)	85%
Percentage of high priority calls resolved within 3 hours (benchmark)	95%
Percentage of users rating information technology services as good excellent	90%

KEY GOALS FOR 2006-07:

Top-Quality Services

- Finalize the implementation of the key components of the Technology Disaster Recovery Plan.
- Enhance the City's Internet site through active content management.
- Improve the security and stability of all City systems through the implementation of Internet content filtering and desktop protection strategies.
- Implement resources and processes to improve IT's ability and capacity to manage technology assets.
- Assist with planning and development of new facilities.

SIGNIFICANT CHANGES:

3 Fulltime System Administrators will be added this fiscal year to accommodate the increase demands of information technology services.

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL**ACCT NO. 001-VARIOUS**

GENERAL FUND	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 ADOPTED BUDGET	2006-07 ADOPTED BUDGET
<i>Non-Departmental Expenditures</i>				
Community Promotion	468,135	\$505,831	84,670	0
Community Contributions	112,000	46,365	501,500	0
Beach Parking	0	0	36,000	36,000
Hiring Center	83,084	84,534	85,000	88,000
Dues and Subscriptions	43,210	56,701	73,150	75,200
Property Tax, LAFCO, & Other Admin. Fees	357,643	415,782	420,400	446,150
Legal Services	272,282	12,960	250,000	250,000
Management Incentive Pay	0	0	500,000	560,000
Misc Expenditures	5,540	106,383	0	
Total Non-Departmental Expenditures	<u>1,341,894</u>	<u>1,228,556</u>	<u>1,950,720</u>	<u>1,455,350</u>
<i>Transfers</i>				
Golf Course Contribution	0	0	0	0
Hosp Grove Debt Service	800,000	800,000	800,000	275,000
Infrastructure Replacement Fund	3,605,000	3,830,000	4,250,000	7,200,000
Transfer to Capital Improvement Program	0	1,037,535	600,000	0
Transfer to IT fund for CAD System Hardware	563,000	0	0	0
Misc Transfers Out (Disaster Preparedness+ transfer)	0	1,694,333	0	178,000
Total General Fund Transfers	<u>4,968,000</u>	<u>7,361,868</u>	<u>5,650,000</u>	<u>7,653,000</u>
Total General Fund Non-Departmental	<u><u>6,309,894</u></u>	<u><u>8,590,424</u></u>	<u><u>7,600,720</u></u>	<u><u>9,108,350</u></u>
Council Contingencies				
Contingencies (Adopted budget)	2,300,000	0	2,300,000	2,300,000
GENERAL FUND TOTAL	<u><u>\$8,609,894</u></u>	<u><u>\$8,590,424</u></u>	<u><u>\$9,900,720</u></u>	<u><u>\$11,408,350</u></u>
CARLSBAD COMMUNITY CONTRIBUTIONS FUND				
Community Activity Grants	<u>52,745</u>	<u>49,605</u>	<u>30,000</u>	<u>30,000</u>